



UNITED STATES MARINE CORPS

MARINE CORPS BASE
PSC BOX 20004
CAMP LEJEUNE, NORTH CAROLINA 28542-0004

BO 12451.4A
BCPD
27 AUG 1993

BASE ORDER 12451.4A

From: Commanding General
To: Distribution List

Subj: INCENTIVE AWARDS PROGRAM

Ref: (a) FPM 451 (NOTAL)
(b) CPI 451 (NOTAL)
(c) OFFCPM ARLINGTON VA//02C//061728Z May 91 (NOTAL)
(d) OCPM msg 181300Z Feb 93 (NOTAL)
(e) OCPM msg 191400Z Apr 93 (NOTAL)

Encl: (1) Monetary Recognition
(2) Scale for Determining Amount of Cash Award
(3) Time-off Awards
(4) Scale for Determining Amount of Time Off for a Single Contribution
(5) Officials Authorized to Approve On-The-Spot Awards and Time-Off Awards in Excess of One Workday
(6) Nonmonetary Recognition and Honorary Awards

1. Purpose. To publish the policy, procedures, and responsibilities for recognizing special acts or service of individual or groups of appropriated fund civilian employees per references (a) through (e).

2. Cancellation. BO 12451.4.

3. Background

a. Reference (a) provides implementing instructions to agencies for the Government Employees' Incentive Awards Program. References (b), (c), (d), and (e) provide implementing instructions and reporting requirements to Marine Corps and Navy activities for the DON Incentive Awards Program.

b. The program is designed to motivate employees to increase productivity by recognizing creativity in the workplace and by rewarding employees as soon as possible after contributions are made.

4. Policy. It is command policy to improve government productivity and services by fully supporting the Incentive Awards Program.

5. Definitions

a. Days. Calendar days.

b. Incentive Award. A monetary, nonmonetary, or time-off award for a contribution resulting in tangible benefits, savings, or cost avoidance, and/or intangible benefits. Accomplishments and contributions are within, beyond, or outside of the normal job responsibilities.

c. Special Act Award. Group or individual recognition of a one-time achievement either within or outside of normal job responsibility such as a scientific achievement, act of heroism, or exemplary accomplishment.

6. Forms Availability. The source of supply for the Recommendation for Incentive Award Form, MCBCL 12451/2, is the Civilian Personnel Division.

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d. On-the-Spot Award. A Special Act Award for a one-time achievement which provides an immediate reinforcement for exceptional performance beyond the normal bounds of an employee's job and which benefits the local workplace.

e. Nonmonetary Award. A medal, coffee mug, jacket, certificate, pen, belt buckle, plaque, or other similar item provided for recognition of significant one-time achievements of an individual or group for minor contributions of minor impact or benefits.

f. Time-off Award. Time off from duty granted, without loss of pay or charge to leave, in recognition of superior accomplishment or other personal effort that contributes to the quality, efficiency, or economy of government operations.

7. Responsibilities. The task of supporting and promoting the program is the joint responsibility of managers and supervisors at every level. It is imperative that managers and supervisors be familiar with the provisions of this Order to ensure appropriate awards and recognition for all personnel. The following specific responsibilities are assigned:

a. Civilian Personnel Director. The Civilian Personnel Director is assigned general administrative responsibility for the Incentive Awards Program and is authorized to sign, by direction of the appropriate senior command official, replies to inquiries relative to disapproved awards and reports. The Director will assign an administrator for the program.

b. Administrator, Incentive Awards Program. The Employee Relations and Development Superintendent will serve as administrator for the program. The administrator develops the program to serve the needs of the commands serviced, coordinates the program with other programs, provides guidance and assistance to management and employees, ensures all award cases are reviewed for consistent and equitable evaluations and awards, maintains records, and prepares required reports.

c. Organizational Commanders, Heads of Command Staff Sections, and Department Heads will ensure that:

(1) The command policy defined in paragraph 4 is fully supported.

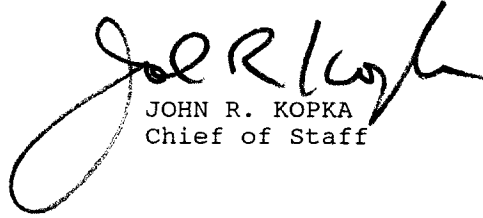
(2) Supervisors of appropriated fund civilian employees are thoroughly familiar with the contents of this Order and that the Order is made available to employees upon their request.

d. Managers and Supervisors. It is the responsibility of managers and supervisors to encourage and motivate employees to participate in the program and recommend appropriate awards to recognize significant employee accomplishments and contributions.

8. Incentive Awards. Employees may be recognized and rewarded by monetary, nonmonetary, or time-off awards. Enclosure (1) provides instructions regarding monetary recognition. Guidance regarding amount of cash awards is provided in enclosure (2). Time-off awards are covered by enclosures (3) and (4). Officials authorized to approve on-the-spot awards and time-off awards in excess of one workday are identified in enclosure (5). Nonmonetary awards are covered by enclosure (6). Reference should be made to these enclosures before preparing award recommendations. Additional guidance is available by calling the Administrator, Incentive Awards Program, Civilian Personnel Division, extension 1458 or 1579.

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9. Concurrence. This Order has been coordinated with and concurred in by the Commanding Officer, Marine Corps Air Station, New River.



JOHN R. KOPKA
Chief of Staff

DISTRIBUTION: C

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MONETARY RECOGNITION

1. Responsibility. Managers and supervisors have major responsibilities for assuring effective use of recognition. They must determine the type of recognition that most appropriately recognizes the contribution, is most motivating to the employee(s), and is most cost-beneficial in terms of return on investment to the organization, and must recommend appropriate awards promptly. The official responsible for the financial management of the organization to which the employee(s) belongs will determine how the award(s) will be paid within the organization's operating authorization.

2. Special Act Award. Special Act Awards may be granted in recognition of a one-time special act, service, or achievement of a nonrecurring nature by an employee or a group of employees in the public interest connected with or related to official employment. This type of recognition is appropriate when an employee or group of employees performs substantially beyond expectations on a specific assignment, aspect of an assignment, or job function; or for a single scientific achievement, act of heroism, or similar one-time special act, service, or achievement of a nonrecurring nature. An award in this category also could be granted to an employee or group of employees whose disclosure of fraud, waste, or abuse in the Federal government resulted in tangible benefits to the government. Greatest motivational impact (and therefore greatest effectiveness) is achieved when the award is recommended, approved, and presented promptly following the contribution. A recommendation for this type of award may be submitted at any time. There is no limit to the number of Special Act Awards an employee may receive in any given period, either as an individual or as a member of a group. Receipt of an award in this category does not preclude the same employee(s) receiving honorary recognition, a time-off award, or a cash award or quality step increase based on performance of job responsibilities when criteria for such recognition otherwise are met. The amount of the award for a Special Act Award is based on tangible and intangible benefits to the government as determined from the table contained in enclosure (2) of this Order.

a. Recommendations for Special Act awards will be initiated by the immediate supervisor and approved by the appropriate official having financial management responsibility. Recommendation for Incentive Award, MCBCL Form 12451/2, will be used for this purpose. The recommendation and justification in support thereof must be prepared in an original and one copy and will include:

- (1) The type of award being recommended.
- (2) Inclusive dates of achievement, act, or service.
- (3) Estimate of benefits in tangible and/or intangible benefits as determined from enclosure (2), if applicable.
- (4) A description of achievement/justification to include specific facts and other evidence to show degree and extent of the special act or service.

b. The recommendation is to be forwarded to the appropriate approving official. If approved, the approving official will sign the recommendation and forward it to the Civilian Personnel Division, Employee Relations and Development Branch. If the award is disapproved, the approving official will provide a statement of the reason(s) for disapproval and return the recommendation to the recommending official.

ENCLOSURE (1)

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3. On-the-Spot Award

a. An On-The-Spot Award is a Special Act Award for a one-time achievement which provides an essentially immediate reinforcement for exceptional performance beyond the normal bounds of an employee's job and which benefits the local workplace. It ranges from \$25 - \$250 in value, based on the supervisor's recommendation.

b. Recommendations (to include the amount of the award) will be proposed by the immediate supervisor and approved on the Recommendation for Incentive Award, MCBCL Form 12451/2 by the official identified in enclosure (5) as having the authority for such approval. A one or two line description/justification of the award will suffice. The approved recommendation is to be forwarded to the Civilian Personnel Division, Employee Relations and Development Branch for immediate processing.

4. Guidelines for Evaluation. The following general guidelines will apply when a special achievement contribution is being considered for an award:

a. The degree to which the employee's contribution exceeds job requirements.

b. The magnitude of the contribution in relation to the employee's job responsibilities (higher level employees will be expected to effect more significant improvements and/or larger savings than employees in lower grades).

c. The degree of ingenuity reflected in the employee's contribution.

d. The extent to which an employee's contribution has a beneficial effect outside the employee's own activity.

e. The degree of ingenuity or the magnitude of the accomplishments reflected in the employee's contribution must be sufficiently outstanding to warrant specific recognition. When no direct monetary benefits are involved, demonstrable results of the following types of benefits will be considered:

(1) Enabling work of the unit to proceed on schedule during unplanned absence of associates or superiors, or meeting unusual demands through performance of high-level duties on own initiative in addition to regularly assigned duties.

(2) Increasing noticeably, by either supervisors or nonsupervisors, the output of a unit through improved procedures, systems, or methods.

(3) Sustaining, by either supervisors or nonsupervisors, the output of a unit through maintenance of morale under unusually adverse circumstances.

(4) Accomplishing assigned tasks in an exemplary manner previously unattained, records of achievement which provide an improved service to the public, or inspiring other employees to improve the quantity and quality of their work.

(5) Enabling the unit to meet unanticipated demands by performance of unusual duties for short periods at the same or higher levels than regular duties.

(6) Acts of heroism while on duty or connected with the employee's position, at the risk of life or personal safety, in time of emergency such as accident, fire, flood, or storm.

ENCLOSURE (1)

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SCALE FOR DETERMINING AMOUNT OF CASH AWARD

BASED ON INTANGIBLE BENEFITS

Value of Benefits	Extent of Application			
	Limited	Extended	Broad	General
	Affects functions, mission, or personnel of one facility, installation, regional area, or an organizational element of headquarters. Affects a small area of science or technology.	Affects functions, mission, or personnel of an entire regional area, command, or bureau. Affects an important area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or agency. Affects an extensive area of science or technology.	Affects functions, mission, or personnel of more than one department/agency, or is in the public interest throughout the nation and beyond.
MODERATE VALUE Change or modification of an operating principle or procedure with limited impact or use.	\$25 - \$125	\$125 - \$325	\$325 - \$650	\$650 - \$1,300
SUBSTANTIAL VALUE Substantial change or modification of procedures. An important improvement to the value of a product, activity, program, or service to the public.	\$125 - \$325	\$325 - \$650	\$650 - \$1,300	\$1,300 - \$3,150
HIGH VALUE Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product or service.	\$325 - \$650	\$650 - \$1,300	\$1,300 - \$3,150	\$3,150 - \$6,300
EXCEPTIONAL VALUE Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.	\$650 - \$1,300	\$1,300 - \$3,150	\$3,150 - \$6,300	\$6,300 - \$10,000

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BASED ON TANGIBLE BENEFITS

ESTIMATED FIRST-YEAR BENEFITS

AMOUNT OF AWARD

Up to \$10,000

10% of benefits

\$10,001 - \$100,000

\$1,000 for the first
\$10,000 plus 3% to 10% of
benefits over \$10,000

\$100,001 or more

\$3,700 for the first
100,000 plus .5% to 1.0%
of benefits over \$100,000

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TIME-OFF AWARDS

1. Eligibility Criteria. A time-off award may be granted to an employee in recognition of superior accomplishment or other personal effort which has contributed to the quality, efficiency, or economy of government operations. Examples of achievements which may be considered for a time-off award include:

- a. Making a high quality contribution involving a difficult or important project or assignment.
- b. Displaying special initiative and skill in completing an assignment or project before the deadline.
- c. Using initiative and creativity in making improvements in a product, activity, program, or service.
- d. Ensuring the mission of the unit is accomplished during a difficult period by successfully completing additional work or a project assignment while maintaining the employee's own workload.
- e. Accomplishing a specific one-time or special assignment that required extra effort or resulted in the organization receiving recognition for responsiveness to unprogrammed requirements.
- f. Successfully participating in a quality circle or process improvement team.
- g. Submitting a suggestion that has been adopted but the employee is not eligible for a cash award because the suggestion is considered to be within the employee's normal job responsibilities.
- h. Sustaining a high level of performance for an extended period as reflected, for example, in a rating of record.

2. Limitations

- a. The total amount of time off which may be granted to an employee during a leave year is 80 hours. For part-time employees or those with an uncommon tour of duty, the total time which may be granted during any calendar year is the average number of hours of work in the employee's biweekly scheduled tour of duty.
- b. The maximum amount of time off which may be granted for any single contribution is 40 hours. For part-time employees or those with an uncommon tour of duty, the maximum award for any single contribution is one-half the maximum amount of time that could be granted during the year.
- c. Time off granted as an award must be scheduled and used within one year after the award is made. Any unused amount remaining after that time must be forfeited without further compensation to the employee.
- d. If the employee is transferring to another DoD service or outside DoD, the time off cannot be transferred and, in order to avoid the loss of the time off, the employee should be allowed to use the incentive prior to transfer.
- e. Should an employee become incapacitated during a period of time off granted as an award, the employee may be granted sick leave for the period of incapacitation.

3. Guidelines for Evaluation. Although time-off awards do not involve a cash disbursement, they constitute a value to the organization in production time lost. Consequently, in granting and determining the length of time-off

ENCLOSURE (3)

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awards, the benefits realized by the government from an employee's contribution should be considered. The amount of time off should be proportionate to the value of the contribution being recognized. Enclosure (4) provides guidance for determining the appropriate amount of time off to be awarded for a single contribution.

4. Recommendation and Approval. The Recommendation for Incentive Award, MCBCL Form 12451/2, will be used for recommending and approving time-off awards. The recommendation and justification in support thereof must be prepared in an original and one copy and will include a description explaining how the employee met one or more of the criteria for a time-off award.

a. Awards of One Workday or Less. For purposes of computing time off, one workday means eight hours for employees on the basic 40-hour workweek schedule, and nine hours for employees participating in the compressed work schedule (5-4/9 Plan). Recommendations may be initiated by the immediate supervisor and are approved or disapproved by division heads or equivalents. Approved recommendations are to be forwarded to the Civilian Personnel Division, Employee Relations and Development Branch for processing.

b. Awards in Excess of One Workday. Recommendations will be initiated by division heads or equivalents and approved or disapproved by the officials identified in enclosure (5). Approved recommendations are to be forwarded to the Civilian Personnel Division, Employee Relations and Development Branch for processing.

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SCALE FOR DETERMINING AMOUNT OF TIME OFF FOR A SINGLE CONTRIBUTIONValue to OrganizationNumber of Hours

Moderate:

1 to 10

(1) A contribution to a product, activity, program, or service to the public, which is of sufficient value to merit formal recognition.

(2) Beneficial change or modification of operating principles or procedures.

Substantial:

11 to 20

(1) An important contribution to the value of a product, activity, program, or service to the public.

(2) Significant change or modification of operating principles or procedures.

High:

21 to 30

(1) A highly significant contribution to the value of a product, activity, program, or service to the public.

(2) Complete revision of operating principles or procedures, with considerable impact.

Exceptional:

31 to 40

(1) A superior contribution to the quality of a critical product, activity, program, or service to the public.

(2) Initiation of a new principle or major procedure, with significant impact.

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OFFICIALS AUTHORIZED TO APPROVE ON-THE-SPOT AWARDS AND TIME-OFF AWARDS
IN EXCESS OF ONE WORKDAY

ON-THE-SPOT AWARDS

MARINE CORPS BASE
NAVAL DENTAL CENTER

Division Heads or equivalents

MARINE CORPS AIR STATION

Commanding Officer

NAVAL HOSPITAL

Department Heads

CAMP LEJEUNE DEPENDENTS SCHOOLS

Principals

TIME-OFF AWARDS IN EXCESS OF ONE WORKDAY

MARINE CORPS BASE

Commanding General
Chief of Staff
Commanding Officers
Department Heads

MARINE CORPS AIR STATION
NAVAL HOSPITAL
NAVAL DENTAL CENTER

Commanding Officer

CAMP LEJEUNE DEPENDENTS SCHOOLS

Superintendent

ENCLOSURE (5)

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NONMONETARY RECOGNITION AND HONORARY AWARDS

1. Award Principles. DON provides for and encourages the use of honorary awards to recognize exceptional and meritorious service, noteworthy suggestions, and special achievements. Honorary awards are not intended to serve as substitutes for deserved cash awards and may be granted independently of or in addition to cash awards. Some employee contributions have high value and significant benefit so that it would be appropriate to grant both honorary and cash awards for the same employee contribution. There are a number of non-Navy awards for which DON employees may be nominated in competition. They include cash and/or honorary awards granted by other government departments and agencies, and awards granted by private organizations or institutions for outstanding service and achievements by government employees. Expenditures of modest amounts of funds for such nonmonetary awards as plaques, coffee mugs, or belt buckles (not to exceed \$50 per award) are authorized. Such awards may be provided for recognition of significant one-time achievements of an individual or group or for contributions of minor impact or benefits. The official responsible for the financial management of the organization to which the employee(s) belongs will determine how the cost of the program will be paid within the organization's operating authorization.

a. Local Level

(1) Certificates of Commendation. These may be presented at any time. This recognition may be given to an employee or group of employees or supervisor for:

(a) Performance for which a cash award is not warranted.

(b) Any particular project or act.

(c) Special contributions in such program areas as Equal Employment Opportunity or Cost Reduction.

(d) Other contributions which warrant honorary recognition. Certificates of Commendation may be signed by officials having Managing to Payroll authority and may be obtained from the Civilian Personnel Division, extension 1458 or 1579.

(2) Certificates of Commendation for Sick Leave Accumulation in the amounts of 1500, 2000, 2500, 3000, 3500, and 4000 hours will be presented to employees. Certificates recognizing 2000 or more hours of sick leave will be presented by the activity head. Other certificates will be presented by department heads/special staff officers.

(3) Navy/Marine Corps Meritorious (DON) Civilian Service Award. This award is the third highest honorary award within the DON and the second highest honorary award within the Marine Corps. It is granted by the senior command official to individual employees in recognition of meritorious service or a contribution which has resulted in high values and/or benefits to the DON or the Marine Corps. If in the opinion of a manager, an employee or group of employees has distinguished themselves to the extent that they should be given recognition in the form of this award, a Commendation for Meritorious Civilian Service certificate shall be prepared and forwarded through channels to the Administrator, Incentive Awards Program. Recommending officials are encouraged to contact the administrator, extension 1579 or 1458, for information and assistance in preparing the certificate. The administrator will conduct a technical review of the certificate, forward it to the activity head for approval, and arrange for the presentation of the award to the recipient. Commendation for Meritorious Civilian Service certificates may be obtained from the Civilian Personnel Division, extension 1458 or 1579.

ENCLOSURE (6)

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b. Headquarters Marine Corps/Systems Command/Bureau Level. Navy/Marine Corps Superior Civilian Service Award. This award is the second highest honorary award within the DON and the highest honorary award within the Marine Corps. This award recognizes employee contributions which, though exceptionally high in value, are not of sufficient significance to warrant consideration for the Navy Distinguished Civilian Service Award. This award may also be approved by general officers in command.

c. DON

(1) Navy Distinguished Civilian Service Award. This is the highest honorary award which the Secretary of the Navy may confer upon a civilian employee of DON. Bestowal is on a highly selective basis to employees who have distinguished themselves by extraordinary service or contributions of major significance to the DON.

(2) Career Service Recognition. DON Federal Length of Service Award. This award is granted to all DON and Marine Corps civil service employees who have completed 10, 20, 30, 40, and 50 years of Federal service. For the purpose of this award, "Federal service" includes all honorable military service and civilian service in departments and agencies of the Federal government. The most recent 10 years must have been as a Federal civil service employee with the most recent year as a civilian employee of the DON. For Federal service of 10 years through 30 years, a lapel emblem indicating years of service and a certificate signed by the senior command official are issued. For service of 40 years or more, a lapel emblem indicating years of service and a certificate signed by the Secretary of the Navy are issued. Certificates of 20 years or less are presented within the organizational command, department, or command section. Certificates of 30 years or more are presented by the senior command official.

2. DoD Distinguished Civilian Service Award (DCSA). Five to seven awards are granted each year by the Secretary of Defense to recognize exceptional contributions to national defense. DON employees who have received the Navy Distinguished Civilian Service Award or made an exceptional contribution which benefited a military department other than Navy or the Marine Corps are eligible for this award consisting of a medal, rosette, citation, and certificate signed by the Secretary of Defense.

3. Retirement Awards

a. U. S. Marine Corps Retirement Certificate. This certificate is presented to civilian employees who are retiring from Marine Corps employment. This certificate is normally presented by the senior command official.

b. Secretary of the Navy Certificates of Retirement. This certificate is presented to civilian employees of DON and the U. S. Marine Corps who retire after completing 40 years of Federal service. This certificate is presented by the activity head.

4. Presidential Recognition

a. The President's Award for Distinguished Federal Civilian Service. This is the highest honor that the Federal government can grant to a career employee in recognition of exceptional achievements that are of unusual benefit to the nation. It recognizes individuals with long and distinguished career service whose outstanding achievements have current impact on improved government or the public interest, and exemplify to an exceptional degree; imagination, courage, and high ability in carrying out the mission of the government. Normally only five such awards are granted annually and are presented by the President.

b. Presidential Letter of Commendation. This award recognizes civilian and military personnel whose contributions (suggestions, inventions, or special acts or achievements) are beyond job requirements and result in first-year measurable benefits of \$5,000 or higher; or represent exceptional management improvement contributions of equal benefit to the government in areas that have high Presidential interest and concern. Nominees must have received recognition under the Incentive Awards Program, except for military personnel whose performance contributions are not eligible for performance awards.

5. External Organization Awards. There are a number of non-Navy Awards for which DON employees may be nominated. For further information concerning any of the awards, contact the Administrator, Incentive Awards Program, extension 1579 or 1458.

a. Arthur S. Flemming Awards. Ten awards are granted each year; five in scientific or technical fields and five in administrative and executive fields by the Junior Chamber of Commerce of Washington, D.C., to young people in the Federal service for unusual or outstanding work during the fiscal year preceding the date of the nomination.

b. William A. Jump Memorial Award. One award is presented annually by the Secretary of Agriculture to recognize outstanding service in public administration.

c. National Civil Service League Career Service Awards. Ten separate awards are granted each year by the National Civil Service League in its effort to increase the prestige of the public service by bringing significant careers in the Federal government into national prominence.

d. Donald L. Scantlebury Memorial Award. One award is granted annually to recognize government employees who, through the practice of effective financial management, have achieved outstanding economies, efficiencies, and improvements in the Federal government.